

Building Sustainability by Design

How Can We Design the Most Sustainable Business? Looking Out and Looking In

Russell Willis Taylor
Art Works for VA
January 2016



*"We do a lot of amazing work bringing the arts
to people who don't want the arts."*

The cultural leader's challenge

Balancing preservation and innovation to produce value and meaning for ever-changing audiences.



The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.

Marcel Proust

What should leaders know how to do?

Clarity of compelling purpose (vision)

Resilience

Flexible Business Models

**Commitment to creating value outside the
organization**

Community creation skills

Domain Expertise (passion for the art form)

Resilience



It's all about the people

peterbaeklund.com

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

What has changed that changes us?

Shift of wealth creation from west to east

DIY health: proliferation of apps and gadgets

Dealer Chic: fixed price is so last decade

Eco-cycology: green is no longer optional

Cash-less: unless that green is real money

Urban Pyramid: Prahalad's prescience

Point and Know: Visual info-gratification

Source: trendwatching.com

Societal Trends



Growth of wealth inequality

Spread of market thinking



The Biggest Change

disintermediation

Social Innovations and Inventions

- Social Innovations

Pop up restaurants, You-tube, facebook, online transactions, carbon trading, microcredit, cognitive behavioural therapy for prisoners, El Sistema, consumer cooperatives, online learning platforms, virtual learning environments, police community support officers, corporate universities, citizen reporters, cloud funding, fair trade, pledgebanks, restorative justice, open source, slow food, eco-cities, consumer co-operatives, zero carbon housing, wind farms, Hole in the Wall computers, Mumsnet, World Café, flash mobs, Pinterest; Fan Fiction; You Tube Orchestra...

- Inventions

i-pod; i-phone, i-tunes, tesla electric car, AbioCor artificial heart, Blu-ray players, Solar roof shingles, smart bullets, open space technology, 3-D printing on demand...

MEdia: new technologies and me

You Tube: 72 hours of video uploaded every minute of every day of every year.

Too Much Information?

The modern world overwhelms people with data and this overabundance is both "confusing and harmful" to the mind.

Conrad Gessner

Swiss scientist

RE: Guttenberg

Press

Who takes part?

Audiences have an increasing appetite for participation, not just passive observation.

People want to play as well as pay.

Domain Challenge 1: Power and Politics



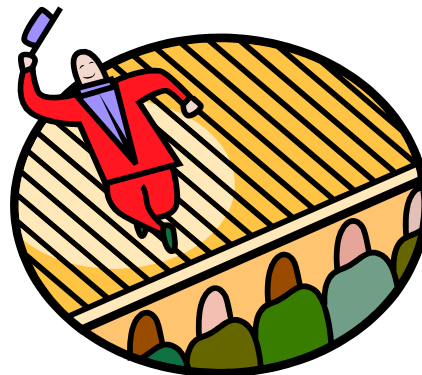
Re: Policy

If you are not at the table,
you are probably on the
menu.

Domain Challenge 2: Perspective



Domain Challenge 3: Legitimacy



Domain Challenge 4: Resilience



The Future: Reconsider amateurs

Distinguished Concerts International
New York

Cultural Olympiad: RSC Open
Stages

The Future: Collective Impact

Newcastle Gateshead Cultural Venues Collaboration

<http://gnculturalvenues.ning.com/>

The Future: Business Forms

Frugal Engineering for the Arts

*Six Impossible Things Before Breakfast blog,
7.14.12 The Lean Startup by Eric Ries*

New Design: MVP








New Design: Waterfall vs Agile

Gwydion Suilebhan



Business Model Canvas

 Partners	 Key Activities	 Value Proposition	 Customer Relationships	 Customers
 Cost Drivers	 Key Resources		 Channels	
	 Revenue Streams			

canvas developed by Business Model Generation

Looking Out: Audience Centered Organizations



Price is what you pay,
value is what you get.

Warren Buffet



www.shutterstock.com · 93258202

What value are you creating?

“People don’t want a quarter-inch drill -- they want a quarter-inch hole.”

-Ted Levitt
via Andrew Taylor, Artful Manager



Do you speak Visual?

Learning Visual language



Toledo Museum of Art | June 2015



VISUAL LITERACY LEARNING TO SEE

VISUAL LITERACY



The ability to read, comprehend,
and write visual language.



VISUAL LITERACY LEARNING TO SEE



Toddler Time Tours

February 2014

Docent-led
Toddler Tours began

Could We Matter More If

We believed that every aspect of our work is about:

- Profound learning?
- Making up for gaps in the system?
- Contributing to a civil society?
- Creating communities, not just audiences?
- Helping everyone access the expressive life?

Slow Food

Arts organizations need to stop selling their own excellence and instead focus on brokering relationships between people and art, people and artists, and people and other people.

Diane Ragsdale, *Jumper Blog*
2012

Building communities, not audiences



Our Enduring Value

The arts are what we find again when the ruins are cleared away.

Katherine Anne Porter
1940

Cultural Leaders as Advocates

Not for profit: Why Democracy Needs the Humanities

Martha Nussbaum

2012



The Power of the Arts

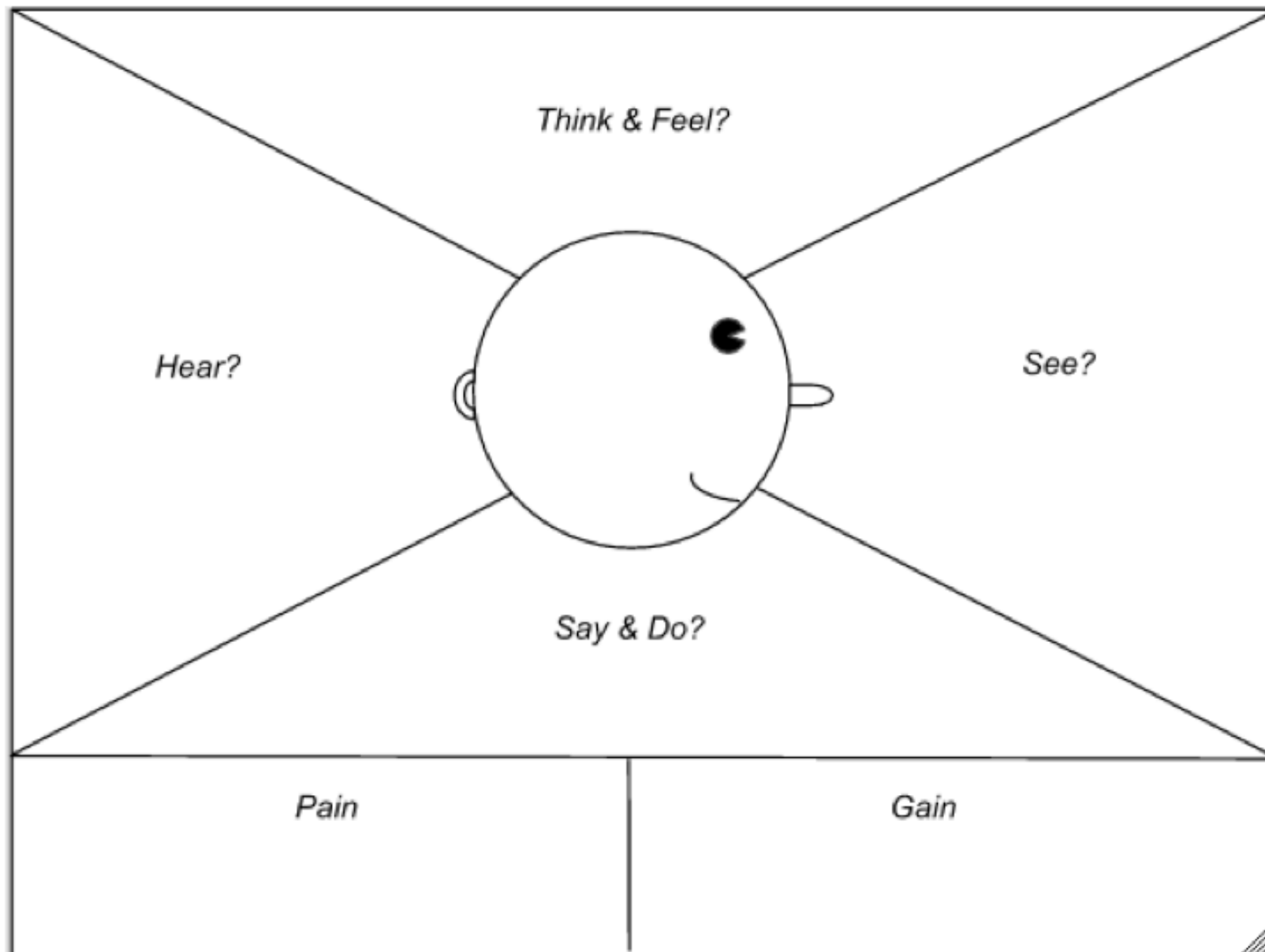
Educators only interested in economic growth will do more than ignore the arts. They will fear them. For a cultivated and developed sympathy is a particularly dangerous enemy of obtuseness, and moral obtuseness is necessary to carry out programs of economic development that ignore inequality.

Martha Nussbaum

*Not for Profit: Why Democracy
Needs the Humanities,*

2011

Empathy Map



Arts and Culture create meaning
outside of markets – a radical act in
the modern world.

